

# Continuous Improvement

## Long-Term Action Plan Phase V (February 19 through February 15, 2005)

Task	Description (business opportunity/scope/goal)	Team Lead* and Members
<ul style="list-style-type: none"> <li>• <b>Develop Pilot Service Level Agreement (SLA) Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> identify core processes appropriate for SLAs, est. standards of service, id. roles and responsibilities of OHRM, OHRM suppliers (budget, legal review, etc.) and bureaus, such as cycle time, quality, review process, cost, volume and FTE dedicated to the process, use CIO and PTO as best practices for using and developing SLA's</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRO and customer base</li> </ul>	<p><b>Mary King *</b>, Denise Howell Parker, Fran White, Dorbi Sullivan, Linda Kirton, OHRM Office Directors</p> <p>Consultants: Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li>• <b>Implement SLA Process</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> increase customer satisfaction with OHRM services and products through coordinated agreements with the bureaus</li> <li>- <b>scope:</b> use template designed in Phase 3 for service agreements with customers</li> <li>- <b>goal:</b> execute service level agreement(s) between OHRM and bureau customer base</li> </ul>	<p><b>Mary King*</b>, OHRM Office Directors, Jimmy Barrack, Jay Jamison, Katherine Mattingly</p>
<ul style="list-style-type: none"> <li>• <b>Reengineer Critical Core Administrative and Programmatic Processes</b></li> </ul> <ul style="list-style-type: none"> <li>- <b>Administrative</b></li> </ul> <ul style="list-style-type: none"> <li>- <b>Administrative and Technical Support Staff Certificate Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> improve overall customer satisfaction with targeted OHRM services and products</li> <li>- <b>scope:</b> identify critical core administrative HR processes and implement modified business process reengineering tools and techniques</li> <li>- <b>goal:</b> deliver streamlined customer-focused services and products</li> </ul> <ul style="list-style-type: none"> <li>- <b>business opportunity:</b> implement a competency-based training and development certificate program for employees at the GS-2 through GS-8 levels and equivalents</li> <li>- <b>scope:</b> use blended learning approach (combination of on-line courses and classroom)</li> </ul>	<p><b>Juanita Shanks*</b>, Jimmie Barrack, Richard Hartman, Stephanie Davis OHRM Office Assistants</p> <p><b>Fred Lang *</b>, Lisa Brandon-Clark, Camille Carraway, Alex Mayes, Shardonah</p>

	<b>- goal:</b> offer training and development opportunity to employees Department-wide	Walters Consultant-Janice Guinyard
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<ul style="list-style-type: none"> <li>• <b>Implement OHRM Staff HR Certification Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> train HR staff to provide expert, comprehensive, solution-oriented HR consultation services to customers</li> <li>- <b>scope:</b> develop requirements and provide on-site training</li> <li>- <b>goal:</b> X percent of OHRM staff completes HR training and begins certification process</li> </ul>	<p><b>Joan Jorgenson *</b>, Jerry Lucas, Phyllis Alexander, Denise Howell Parker, Alex Mays, Camille Carraway</p> <p>Consultant: Doris Brown</p>
<ul style="list-style-type: none"> <li>• <b>Implement Project Management Certificate Program</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> close skill gaps using a competency-based course of studies for project management and IT project management leading to earning a certificate</li> <li>- <b>scope:</b> implement DOC-wide project management training and development to earn a certificate in project management or IT project management</li> <li>- <b>goal:</b> increase the number of students completing project management courses by 50 percent</li> </ul>	<p><b>Fred Lang*</b>, Lisa Brandon Clark, Gwyn Robson, Julie Law, Linda Snow</p> <p>Consultant – Janice Guinyard</p>
<ul style="list-style-type: none"> <li>• <b>Career Intern</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop an OS pilot entry-level hiring program for administrative and technical positions</li> <li>- <b>scope:</b> implement corporate recruitment strategy at academic institutions</li> <li>- <b>goal:</b> appoint at least five participants to the program</li> </ul>	<p><b>Gail Smith*</b>, Mary King, Linda Kirton, Debbie Hall, Carin Otero, Colette Davis, Jerry Lucas</p>
<ul style="list-style-type: none"> <li>• <b>Implement HR Functional Partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> ensure proactive communication with bureaus regarding new HR legislation, policies, programs and systems</li> <li>- <b>scope:</b> develop guidance on the establishment and function of partnerships in all functional responsibilities such as staffing, employee/labor relations, human capital initiatives, IT, etc. and launch initial meetings to establish individual partnerships</li> <li>- <b>goal:</b> increase communication, coordination of HR issues with the bureaus, increase departmental understanding of HR issues, improve functional specialist knowledge base, develop a collaborative approach to both HR problem solving and launching new initiatives and provide an avenue for rapid information exchange including OPM guidance, departmental policy and procedures, and provide for timely implementation</li> </ul>	<p><b>Denise Yaag *</b>, Sheila Fleishell, Phyllis Alexander, Fran White, Jay Jamison, Phyllis Alexander, Michael Osver, Ed Liverani, Marie Waters, Lois Anderson</p> <p>Consultants: OHRM Office Directors and Principal Human Resources Managers</p>
<ul style="list-style-type: none"> <li>• <b>Fill Critical Staffing Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> determine staffing level based on data and strengthen the capacity of OHRM through targeted hiring to provide technical strength for OHRM</li> <li>- <b>scope:</b> review of all vacancies using analyses of workload and skills inventories</li> <li>- <b>goal:</b> restructure positions to strengthen and build OHRM technical capacity based on OHRM Transformation needs</li> </ul>	<p><b>Deborah Jefferson,*</b> Jerry Lucas, Juanita Shanks, Jimmy Barrack, OHRM Office Directors</p>
<ul style="list-style-type: none"> <li>• <b>Develop and Implement Transition Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>business opportunity:</b> develop and implement transition plan based on staffing levels for the Department of Commerce</li> <li>- <b>scope:</b> review of political appointee positions and other vacancies</li> <li>- <b>goal:</b> execute transition in the Office of the Secretary and Department-wide</li> </ul>	<p><b>Deborah Jefferson,*</b> Jerry Lucas, Juanita Shanks, OHRM Office Directors</p>

